



P³ YEAR-END REPORT
Fiscal Year 2011

Date: July 21, 2011



Department: Finance Department
Program Name (#): Administration - 1411
Program Owner: Robert Samario
Phone Number: x5336
Program Mission: Provide Management and administrative oversight to Finance programs and provide the City Council and departments with responsive financial expertise and analysis to ensure that the City's financial interests are protected and enhanced.

MEASURABLE OBJECTIVES

1. Ensure that Finance programs meet 75% of their program objectives.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
% of Finance program objectives met	75%		10%		68%	78%
Status:	Objective Achieved					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

2. Ensure that Environmental Division meets 80% of their division objectives.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
% of Environmental Services Division objectives met	80%		20%		40%	60%
Status:	Objective Not Achieved					
Comments:	See Solid Waste P3 report					Objective Achieved <input type="checkbox"/>

PROJECT OBJECTIVES

3. Administer the City's non-exclusive cable television franchise agreement with Cox Communications and ensure that franchisee is in compliance with franchise requirements.

Status:	Objective Achieved					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

4. In partnership with the County, finalize the selection process of a conversion technology vendor by September 2010.

Status:	Objective Not Achieved					
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Comments:	<p>The current target is June 2012. The Conversion Technology Subgroup voted to narrow focus on two proposals: an anaerobic digester and gasification technology (the “preferred” proposal) and a thermal technology. Additional outreach to various industry and community groups regarding each proposal has been conducted. Additional information regarding tonnage re-sets, processing capabilities. Next steps are: 1) Receive and analyze additional information requested from vendors; 2) finalize tonnage commitments from participating jurisdictions; 3) hold elected official forum to request authorization to commence environmental review; and, 4) develop contractual relationship between the County, the vendor and participating jurisdictions.</p>	Objective Achieved <input type="checkbox"/>
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OTHER PERFORMANCE MEASURES						
Performance Measure	Annual Projection	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
1. EMLAP loans administered	38		37		36	36



P3 QUARTERLY REPORT

Fiscal Year 2011
Quarter: April - June

Date: July 18, 2011



Department: Finance
Program Name: Revenue and Cash Management (1412)
Program Owner: Jill Taura, Treasury Manager
Phone Number: 5528
Program Mission: Invest public funds in a manner that will provide maximum security, adequate liquidity and sufficient yield, while conforming to relevant statutes and regulations; and ensure all revenues are received timely and recorded properly.

MEASURABLE OBJECTIVES

1. Maintain an average "AAA" credit quality for securities in the portfolio.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Credit rating of portfolio holdings.	AAA	AAA	AAA	AAA	AAA	AAA
Status:	Objective Achieved.					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

2. Submit 100% of monthly investment reports to City Council within 30 days of month-end.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Number of months in which investment report is submitted within 30 days.	12	3	3	3	3	12
Status:	Objective Achieved.					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

PROJECT OBJECTIVES

3. Conduct a monthly analysis of all City revenues.

Status:	Objective Achieved.					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

4. Provide a comprehensive analysis of General Fund revenues to the Finance Committee on a quarterly basis.

Status:	Objective Achieved.					
Comments:	Revenue analysis for: Q4-FY10 presented to Finance Committee on 09/14/10. Q1-FY11 presented to Finance Committee on 11/09/10. Q2-FY11 presented to Finance Committee on 01/25/11. Q3-FY11 presented to Finance Committee on 04/26/11.					Objective Achieved <input checked="" type="checkbox"/>

5. Purchase investments for the City and Redevelopment Agency that are consistent with investment objectives.

Status:	Objective Achieved.					
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Comments:	All purchases during the fiscal year conformed to both the City's Annual Statement of Investment Policy and California state law.	Objective Achieved <input checked="" type="checkbox"/>
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6. Submit annual Statement of Investment Policy for Fiscal Year 2011 by September 30, 2010.		
Status:	Objective Achieved.	
Comments:	Statement of Investment Policy presented to Finance Committee July 13, 2010 and adopted by Council on the same day.	Objective Achieved <input checked="" type="checkbox"/>

OTHER PERFORMANCE MEASURES

Performance Measure	Annual Projection	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Average portfolio balance	\$160M	\$153.6M	\$159.3M	\$169.2	\$177.0	\$164.8M

Variance between the City portfolio and LAIF book rates of return.	< 1%	+1.67%	+1.58%	+1.38%	+1.34%	+1.49%
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Average days to maturity of the portfolio	900 Days	940	918	1000	1014	968
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COMMENTS ON OTHER PERFORMANCE MEASURES:
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P³ QUARTERLY REPORT

Fiscal Year 2011
Quarter: April - June

Date: July 18, 2011



Department: Finance
Program Name: Cashiering and Collections (1413)
Program Owner: Brenda Craig, Finance Supervisor
Phone Number: 5339
Program Mission: Centrally process monies, ensuring funds are received when due, properly accounted for, and safeguarded and provide prompt, courteous customer service.

MEASURABLE OBJECTIVES

1. Accurately process 99% of treasury receipts on the day received.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Percentage of treasury receipts processed on the day received	99%	99.9%	100%	99.8%	99.8%	99.8%
Status:	Objective achieved.					
Comments:	1,629 TRs processed in the 1 st Quarter. One TR held over as additional information was needed. 1,458 TRs processed in the 2 nd Quarter. 1,654 TRs processed in the 3 rd Quarter. Three TRs held over as additional information was needed. 1,733 TRs processed in the 4 th Quarter. Four TRs held over as additional information was needed.					Objective Achieved <input checked="" type="checkbox"/>

2. Accurately prepare deposit summary and daily bank deposit with less than 10 correcting entries needed.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Correcting entries needed	<10	2	1	1	0	4
Status:	Objective achieved.					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

PROJECT OBJECTIVES

3. Assist in the implementation of the new Utility Billing E-Care (now named "Infinity.link") system, which will provide city on-line payment option to utility customers.

Status:	Objective Not Achieved					
Comments:	The Utility Billing Supervisor and Accounting Manager positions were vacant during the 4 th quarter and project has been delayed until 3 rd quarter FY 2012.					Objective Achieved <input type="checkbox"/>

OTHER PERFORMANCE MEASURES						
Performance Measure	Annual Projection	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
1. Payments processed at public counter	50,000	12,994	11,882	12,810	12,229	49,915
2. Utility billing lockbox payments processed	165,000	38,672	41,211	39,309	38,109	157,301
3. Transient Occupancy Tax (TOT) payments recorded and reconciled monthly	150	141	122	116	120	125
4. Utility Users Tax (UUT) payments recorded and reconciled monthly	165	162	160	166	166	163

COMMENTS ON OTHER PERFORMANCE MEASURES:



P³ QUARTERLY REPORT

Fiscal Year 2011
Quarter: April - June

Date: July 18, 2011



Department: Finance
Program Name: Licenses and Permits (1414)
Program Owner: Brenda Craig, Finance Supervisor
Phone Number: 5339
Program Mission: Administer the collection and audit of business taxes, permits, and assessments to ensure compliance with the Santa Barbara Municipal Code (SBMC).

MEASURABLE OBJECTIVES

1. Locate 200 unlicensed businesses using periodicals, Franchise Tax Board and State Board of Equalization sources

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Number of new businesses located from reference sources	200	30	34	61	111	236
Status:	Objective achieved.					
Comments:	Business license tax collected: Q1 = \$2,833 Q3 = \$5,980 Q2 = \$4,504 Q4 = \$8,133 YTD = \$21,450				Objective Achieved <input checked="" type="checkbox"/>	

PROJECT OBJECTIVES

2. Send quarterly PBIA billings to downtown businesses within the 75-minute free parking district.

Status:	Objective achieved.					
Comments:	802 3 rd Quarter notices mailed 9/30/10. 778 4 th Quarter notices mailed 12/31/10. 902 1 st Quarter notices mailed 3/31/11. 750 2 nd Quarter notices mailed 6/30/11. YTD = 3,232				Objective Achieved <input checked="" type="checkbox"/>	

3. Send annual Downtown and Old Town Business Improvement District billings by February 25, 2011.

Status:	Objective achieved.					
Comments:	Pro-rated billing sent to 39 businesses October 2010. Annual billing sent to 1,273 businesses on Feb 25, 2011. Pro-rated billing sent to 38 businesses in June 2011. YTD = 1,350				Objective Achieved <input checked="" type="checkbox"/>	

4. Perform an annual audit of all businesses within the three assessment districts by street address to ensure that all current businesses are billed as required.

Status:	Objective achieved.					
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Comments:	PBIA audit conducted in September 2010. Downtown and Old Town audited in February 2011.	Objective Achieved <input checked="" type="checkbox"/>
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5. Ensure that newly licensed businesses are billed appropriately for the district assessments.		
Status:	Objective achieved.	
Comments:	New businesses in BIDs identified and billed.	Objective Achieved <input checked="" type="checkbox"/>

6. Send annual business license renewal notices no later than 30 days before current license expiration.		
Status:	Objective achieved.	
Comments:	Renewals for all months mailed on scheduled billing date. No delays.	Objective Achieved <input checked="" type="checkbox"/>

7. On a quarterly basis, send delinquency letters for unpaid PBIA assessments.		
Status:	Objective achieved.	
Comments:	244 2 nd Quarter delinquent notices mailed 8/4/10. 231 3 rd Quarter delinquent notices mailed 11/8/10. 200 4 th Quarter delinquent notices mailed 2/3/11. 265 1 st Quarter delinquent notices mailed 5/5/11. YTD = 940	Objective Achieved <input checked="" type="checkbox"/>

OTHER PERFORMANCE MEASURES						
Performance Measure	Annual Projection	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
1. New businesses located from reference sources	175	30	34	61	111	236
2. New business licenses issued	1,850	480	330	492	515	1,817
3. Business License renewals	12,500	2,548	3,158	4,355	2,654	12,715
4. Business license delinquency notices	3,400	807	750	1,154	716	3,427
5. Percent of business licenses paid by due date	75%	72%	72%	78%	75%	74.25%
6. Assessment district billings	4,000	802	817	2,175	788	4,582
7. Assessment district delinquency notices	800	244	231	200	524	1,199
8. Percent of PBIA assessments paid by due date	75%	70%	71%	73%	70%	71%
9. Percent of accounts sent to collections	1.5%	2.0%	2.3%	2.0%	2.0%	2.1%

COMMENTS ON OTHER PERFORMANCE MEASURES:



P³ YEAR-END REPORT
Fiscal Year 2011

Date: July 29, 2011



Department: Finance
Program Name (#): Budget Management (1415)
Program Owner: Michael Pease, Budget Manager
Phone Number: x5337
Program Mission: Manage the development and implementation of the City's two-year financial plan and annual budget to support effective decision-making and public communication

MEASURABLE OBJECTIVES

1. Complete 85% of all budget journal entries to record budget amendments within four working days of approval.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
% of budget journal entries completed within 4 working days	85%	97%	90%	72%	84%	85%
Status:	Objective Achieved					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

PROJECT OBJECTIVES

2. Submit the Fiscal Year 2012 Recommended Budget to Council and City Clerk before May 1, 2011 in accordance with the Council-established budget filing deadline.

Status:	Objective Achieved					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

3. Produce and distribute the Adopted Budget for Fiscal Year 2011 by July 31, 2010.

Status:	Objective Not Achieved					
Comments:	The adopted budget was completed and posted to the City's website by July 31, 2010, except for the budget message and fund overviews sections. Upon completion of those sections for the GFOA budget award submission (in December), the hard copies of those sections of the adopted budget were distributed (in January).					Objective Achieved <input type="checkbox"/>

4. Project General Fund non-departmental revenues within a 2% margin in relation to mid-year projections.

Status:	Objective Achieved					
Comments:	This objective was most likely achieved. Final year-end results for June 30, 2011 will not be available until September 2011 when the sales tax results for the quarter-ended June 30, 2011 are released by the State, and will be reported on the mid-quarter P3 reports for FY 2012.					Objective Achieved <input checked="" type="checkbox"/>

5. Receive Government Finance Officers Association (GFOA) Distinguished Budget Award for the Adopted Budget for Fiscal Year 2011.		
Status:	Objective Achieved	
Comments:		Objective Achieved <input checked="" type="checkbox"/>

6. Maintain minimum distribution of printed budget documents only to City Council and Executive Managements to reduce paper use and waste. (GREEN)		
Status:	Objective Achieved	
Comments:		Objective Achieved <input checked="" type="checkbox"/>

OTHER PERFORMANCE MEASURES						
Performance Measure	Annual Projection	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
1. Budget adjustments	150	29	29	32	37	127
2. Days to produce adopted budget after fiscal year-end	31	31	N/A	N/A	N/A	31

COMMENTS ON OTHER PERFORMANCE MEASURES:



P³ BUDGET SUBMITTAL FORM

Fiscal Year 2011

Quarter: 04

Date: July 21, 2011



Department: Finance Department
Program Name: Accounting Services (1431)
Program Owner: Doug Smith, Supervising Senior Accountant
Phone Number: 564-5340
Program Mission: Maintain and ensure integrity of the City's financial records and audits and report financial information to Council, the public and to State and Federal regulatory agencies in an accurate and timely manner.

MEASURABLE OBJECTIVES

1. Compile and produce the annual Comprehensive Annual Financial Reports (CAFRs) for the City and the Redevelopment Agency within 170 days of fiscal year-end.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Days after June 30 to issue City and RDA CAFRs	170	N/A	175	N/A	N/A	175
Status:	Not achieved					
Comments:	Due to delays with the auditors, the CAFR was not signed off by the auditors until Dec 22, 2010. The RDA CAFR was completed within 170 days.				Objective Achieved <input type="checkbox"/>	

2. Receive an unqualified audit opinion for the annual financial statement audit for the City & RDA.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Unqualified audit opinions	2	N/A	2	N/A	N/A	2
Status:	Objective achieved					
Comments:	Received unqualified audit opinions for City and RDA				Objective Achieved <input checked="" type="checkbox"/>	

3. Receive Government Finance Officers Association (GFOA) award for achievement in financial reporting for the City's CAFR.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Award for achievement in financial reporting	1	N/A	N/A	N/A	N/A	N/A
Status:	Objective achieved.					
Comments:	We anticipate receiving the award. GFOA is late this year.				Objective Achieved <input checked="" type="checkbox"/>	

4. Complete 100% of monthly bank reconciliations within 45 days of receiving bank statements.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
% Of bank reconciliations completed within 45 days	100%	67%	33%	67%	67%	58%
Status:	Objective not achieved					
Comments:	Strained staff resources have limited our ability to complete the monthly bank reconciliations in a timely manner. We will not be able to meet the objective for the year.				Objective Achieved <input type="checkbox"/>	

5. Complete 83% of general ledger monthly closings within 7 working days of month end.						
Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
% Of general ledger closings completed within 7 working days of month end	83%	100%	100%	100%	100%	100%
Status:	Objective achieved					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

6. Complete and submit 100% of regular monthly interim financial reports to Council within 60 days of month end.						
Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
% Of interims submitted to Council within 60 days	100%	100%	67%	100%	100%	92%
Status:	Objective not achieved					
Comments:	Workload and strained resources during the annual audit and CAFR preparation caused us to miss one deadline.					Objective Achieved <input type="checkbox"/>

7. Reduce the number of bound copies of the RDA and City CAFRs printed for distribution by issuing electronic versions of the reports (via CD, email, or Internet access).						
Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Bound copies of the CAFRs printed	35	N/A	N/A	35	N/A	35
Status:	Objective achieved					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

PROJECT OBJECTIVES

8. Complete and file mandatory annual disclosure reports for all debt issues prior to February 15, 2011.						
Status:	Objective achieved					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

9. Publish City and RDA CAFRs on the City's website within 7 days of presentation to City Council.						
Status:	Objective achieved					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

10. Determine the feasibility of electronically sending utility bills to customers and setup a system if feasible.						
Status:	Objective Not Achieved					

Comments:	On Hold. This is contingent upon getting the Infinity.link software working and modification of the bill templates in CIS Infinity.	Objective Achieved <input type="checkbox"/>
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11. Convert all FMS reports for Accounting into an electronic format (GREEN)		
Status:	Objective achieved	
Comments:		Objective Achieved <input checked="" type="checkbox"/>

OTHER PERFORMANCE MEASURES

Performance Measure	Annual Projection	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
1. Audit adjustments required by independent auditor.	2	1	1	N/A	N/A	2
2. Journal entries posted.	1700		820		860	1680
3. Number of printed copies of the CAFRs distributed.	35	0	0	35	0	35



P³ QUARTERLY REPORT
Fiscal Year 2011
Quarter: April-June 2011

Date: July 22, 2011

Department: Finance
Program Name (#): Payroll (1432)
Program Owner: John Martony, Payroll Supervisor
Phone Number: 5358
Program Mission: Pay City employees and benefit providers accurately and timely and ensure compliance with federal and state laws and regulations.

MEASURABLE OBJECTIVES

1. Process and pay payroll accurately and timely 99.9% of the time.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Accuracy rate of timesheet data entry.	99.9%	99.98%	99.94%	99.97%	99.97%	99.97%
Status:	Objective Achieved for Quarter and Year					
Comments:	Total timecards = 10,781 Number of errors = 3				Objective Achieved <input checked="" type="checkbox"/>	

2. Achieve a 96% accuracy rate of timesheets submitted by departments during the fiscal year.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Accuracy rate of timecards submitted by departments.	96%	96.44%	96.39%	96.51%	96.44%	96.44%
Status:	Objective Achieved for Quarter and Year					
Comments:	Total timecards = 10,781 Number of errors = 384				Objective Achieved <input checked="" type="checkbox"/>	

3. Reconcile 11 of 12 (91.6%) monthly insurance billings within 30 days of receipt from benefits administrator.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Percent of insurance billings reconciled within 30 days.	91.6%	100%	100%	100%	100%	100%
Status:	Objective Achieved for Quarter and Year					
Comments:	Payroll staff members reconciled and balanced July 2010 through June 2011 insurance billings within 30 days of receipt. Discrepancies were forwarded to Benefits Division. Benefits will forward discrepancies to our insurance administrator, Aliquant, for correction.				Objective Achieved <input checked="" type="checkbox"/>	

PROJECT OBJECTIVES

4. Review 45 payroll reports to identify opportunities to improve the effectiveness and usefulness of the reports, and eliminate, consolidate them as appropriate. (GREEN)

Status:	Objective Achieved
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Comments:	I have audited 45 payroll reports during the fiscal year, which includes 15 from our quarterly and annual tax reports: PITSUM, UISUM, SDISUM, W2REP, 1099R, 1099RREP, 1099RREG, DE3, DE3C, DE3D, TSDIYTD, WORK1, PCA, PERSTEMP and DELETE_RATES. My findings were that DE3 and DE3D reports needed to be changed to DE9 and DE9C for new state wage and tax reporting requirements, and that a new DE3UI report needed to be created for new state multiple worksite reporting requirements. I worked with IS Department to add/create new programming and report data in order to be compliant for first quarter 2011 state wage and tax reporting, which was due by April 30, 2011. I am also continuing to work with IS staff on auditing and converting bi-weekly PERS reports to new PERT format, which is now scheduled to go live on September 19, 2011.	Objective Achieved <input checked="" type="checkbox"/>
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5. Increase the number of employees opting out of printed pay advices by 50 to a projected total of 600 employees. (GREEN)		
Status:	Objective Achieved	
Comments:	The "Direct Deposit Opt-Out" was implemented during FY 07, and approximately 620 employees are currently taking advantage of this feature, a net increase of 37 employees participating during FY11. I will continue to work with the Accounting Manager as needed to electronically distribute bi-weekly pay information to all City employees with e-mail accounts, along with e-mail campaigns urging employees who are not currently "Opting-Out" to do so.	Objective Achieved <input checked="" type="checkbox"/>

6. Identify and implement two new automated procedures as determined by Payroll staff (in collaboration with Information Systems staff) and report any paper reduction realized. (GREEN)		
Status:	Objective Achieved	

Comments:	<p>1) I worked with IS Department during the second half of FY11 to automate processing and transmission of quarterly state wage and tax files, in order to meet new state reporting requirements which became effective January 1, 2011. Our findings were that all reports with DE3 or DE6 labeling needed to be changed to DE9 and DE9C labeling for new state wage and tax reporting requirements. We also found that a new DE3UI report needed to be created for new state multiple worksite reporting requirements. I worked with IS Department to add/create new programming and report data in order to be compliant for first quarter 2011 state wage and tax reporting due at the end of April. Project timeline was for completion by April 15, 2011, so that the state received all wage and tax files by their deadline of April 30, 2011. Project was completed successfully and within timeline. Electronic transmission of state child support payments for biweekly payroll deduction remittances, sent electronically via ACH / wire will now be implemented during FY 12.</p> <p>2) I met with IS staff during the second half of FY11 and began the process of working on exporting annual tax documents W-2, 1098, 1099R and 1099MISC print images to PDF file format for tax years 2000 through 2010. This greatly improves record retention, saves valuable disc storage space, and eliminates paper recordkeeping. Project timeline was for completion by June 30, 2011. Project was completed successfully and within timeline.</p>	Objective Achieved <input checked="" type="checkbox"/>
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7. Prepare 2010 W-2 forms for distribution by January 25, 2011.		
Status:	Objective Achieved	
Comments:	1,926 W-2 forms were prepared and printed for distribution by January 21, 2011.	Objective Achieved <input checked="" type="checkbox"/>

8. Audit and reconcile all payroll tax and liability accounts, and adjust the general ledger as necessary, at the end of the fiscal year.		
Status:	Objective Achieved	
Comments:	I completed the audit of 52 Payroll Imprest Fund accounts in order to reconcile all FY 11 activity consistently each bi-week. The majority of accounts are clean, and are requiring either no adjustments, or minor adjustments through journal vouchers. I am continuing to work with the Senior Accountant as well as the Accounting Technician in Payroll to research and reconcile these accounts, and make all necessary general ledger adjustments on an ongoing basis.	Objective Achieved <input checked="" type="checkbox"/>

9. Ensure that 100% of program staff attend City computer training classes related to job duties in order to maintain and/or upgrade computer skills.		
Status:	Objective Achieved	

Comments:	I met with payroll and accounts payable staff in July to discuss project objective and develop an outline and schedule for attending City computer training classes. I met with staff again during the first half of FY11, in order to schedule and approve what classes and training programs will be best to take for their job duties and job growth. Staff attended a minimum of two City computer training classes on a rotating basis during the second half of FY11, to ensure proper office coverage and to minimize disruption to daily office workload deadlines and processes.	Objective Achieved <input checked="" type="checkbox"/>
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10. Convert all FMS payroll reports to electronic format. (GREEN)		
Status:	Objective Achieved	
Comments:	The original target date for full implementation of this project objective was set at December 31, 2010 by the Accounting Manager. I met with Information Systems staff twice during the first half of FY10 to discuss project objective and develop a timeline for implementation. Information Systems set up electronic file folders for payroll report storage as well. I worked with payroll staff during second half of FY10 to review parallel electronic reports for accuracy and completeness, and eliminated printing of some daily reports and other reports which were determined to be non-essential. Full implementation and conversion to electronic file format occurred ahead of schedule on April 30, 2010.	Objective Achieved <input checked="" type="checkbox"/>

OTHER PERFORMANCE MEASURES						
Performance Measure	Annual Projection	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
1. Dollar value of benefits and withholding accounts reconciled bi-weekly per payroll staff member.	\$4,300,000	\$1,097,677	\$1,088,802	\$1,147,038	\$1,147,714	\$4,481,231
2. City employees per payroll staff member.	650	646	631	632	638	637
3. Program cost per paycheck issued.	\$5.25	\$5.18	\$4.62	\$6.11	\$5.85	\$5.41
4. Program cost per timesheet processed.	\$5.50	\$5.37	\$4.79	\$6.50	\$6.23	\$5.67
5. W-2's issued annually.	2,000	N/A	N/A	1,926	N/A	1,926
6. Percent of staff hours worked per quarter.	90%	86.47%	89.74%	91.72%	82.74%	87.69%

COMMENTS ON OTHER PERFORMANCE MEASURES:

1. Dollar value = \$ 13,772,572.66 divided by 6 pay periods divided by 2 FTE.
2. 8,811 employees divided by 6 pay periods divided by 2.3 FTE.
3. Program cost = \$ 67,215 checks = 11,489
4. Program cost = \$ 67,215 timecards = 10,781



P³ QUARTERLY REPORT
Fiscal Year 2011
Quarter: April-June 2011



Date: July 22, 2011

Department: Finance
Program Name (#): Accounts Payable (1433)
Program Owner: John Martony, Payroll Supervisor
Phone Number: 5358
Program Mission: Process and issue payments to City vendors to ensure timely and accurate payment for materials, supplies and services received.

MEASURABLE OBJECTIVES

1. Issue 99% of vendor payments within 2 working days of receipt of claim for payment.						
Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Percent of payments issued within 2 working days after receipt of claim.	99%	100%	100%	100%	100%	100%
Status:	Objective Achieved for Quarter and Year					
Comments:	All claims are paid by Accounts Payable staff within 24 hours of receipt from Departments.				Objective Achieved <input checked="" type="checkbox"/>	

2. Issue 99% of payments to vendors, error free.						
Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Percent of payments issued error free to vendors.	99%	99.34%	99.43%	99.51%	99.77%	99.52%
Status:	Objective Achieved for Quarter and Year					
Comments:	5,326 checks total; 12 were voids = 99.77%				Objective Achieved <input checked="" type="checkbox"/>	

PROJECT OBJECTIVES

3. Review 5 accounts payable financial reports to identify opportunities to improve the effectiveness and usefulness of the reports, and eliminate, consolidate them as appropriate. (GREEN)		
Status:	Objective Achieved	
Comments:	Five reports were audited during the first half of FY11, which includes BATNPD batches not issued warrants, REFUND department refund claim listing, and NO CLOSE purchase orders not closed due to other unpaid claims. Findings were that no programming enhancements were necessary. I also worked with accounts payable staff to implement electronic filing of quarterly state sales and use taxes, in order to comply with new State Board of Equalization regulations.	Objective Achieved <input checked="" type="checkbox"/>
4. Implement and conduct accounts payable cross-training for all payroll staff to ensure they are fully cross-trained on all calendar year-end, fiscal year-end and all other annual and quarterly accounts payable duties and processes.		
Status:	Objective Achieved	

Comments:	I met with accounts payable and payroll staff during the first half of FY11 to discuss project objective, and also developed an outline and schedule for cross-training staff on calendar year-end and annual accounts payable duties and processes. Accounts Payable person worked with payroll staff during the second half of FY11 to show payroll staff how to run all calendar year-end 1099 Miscellaneous processes, balance year-to-date vendor payment data and re-set vendors for the next calendar year. Accounts Payable person also worked with payroll staff during the second half of FY11 to show payroll staff all quarterly and fiscal year-end accounts payable duties and processes as well.	Objective Achieved <input checked="" type="checkbox"/>
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5. Prepare 2010 1099-MISC forms for distribution by January 25, 2011.		
Status:	Objective Achieved	
Comments:	323 1099-MISC forms were prepared and printed for distribution by January 18, 2011.	Objective Achieved <input checked="" type="checkbox"/>

6. Ensure that 100% of program staff attend City computer training classes related to job duties in order to maintain and/or upgrade computer skills.		
Status:	Objective Achieved	
Comments:	I met with accounts payable and payroll staff in July to discuss project objective and develop an outline and schedule for attending City computer training classes. I met with staff again during the first half of FY11, in order to schedule and approve what classes and training programs will be best to take for their job duties and job growth. Staff attended a minimum of two City computer training classes on a rotating basis during the second half of FY11, to ensure proper office coverage and to minimize disruption to daily office workload deadlines and processes.	Objective Achieved <input checked="" type="checkbox"/>

7. Convert FMS reports to electronic format. (GREEN)		
Status:	Objective Achieved	
Comments:	The original target date for full implementation of this project objective was set at December 31, 2010 by the Accounting Manager. I met with Information Systems staff twice during the first half of FY10 to discuss project objective and develop a timeline for implementation. Information Systems set up electronic file folders for accounts payable report storage as well. I worked with accounts payable staff during the second half of FY10 to review parallel electronic reports for accuracy and completeness, and eliminated printing of some daily reports and other reports which were determined to be non-essential. Full implementation and conversion to electronic file format occurred ahead of schedule on April 30, 2010.	Objective Achieved <input checked="" type="checkbox"/>

OTHER PERFORMANCE MEASURES

Performance Measure	Annual Projection	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
1. Invoices processed.	50,000	13,277	12,506	13,852	14,750	54,385
2. Program cost per payment issued.	\$10.00	\$10.23	\$10.29	\$10.89	\$9.40	\$10.19
3. Percentage of available discounts taken by departments.	48%	62.39%	70.92%	70.54%	68.29%	68.12%
4. Percentage of available discounts taken by A/P staff.	40%	27.30%	19.21%	18.63%	20.11%	21.13%
5. Total value of discounts available.	\$8,000	\$2,509	\$2,273	\$3,112	\$3,262	\$11,156
6. Total value of discounts utilized.	\$7,000	\$2,250	\$2,049	\$2,775	\$2,883	\$9,957

COMMENTS ON OTHER PERFORMANCE MEASURES:

- 2. Program cost = \$ 50,088 checks = 5,326
- 3. Discounts taken by Departments = \$ 2,227.38 / Total discounts available = \$ 3,261.69
- 4. Discounts taken by A/P staff = \$ 655.90 / Total discounts available = \$ 3,261.69
- 6. Discounts taken by Departments = \$ 2,227.38 + Discounts taken by A/P staff = \$ 655.90



P³ Quarterly Report
Fiscal Year 2011
Quarter: June 30, 2011



Date: July 21, 2011

Department: Finance
Program Name: City Billing and Customer Service (1434)
Program Owner: Karen Guntow, Interim Utility Billing Supervisor
Phone Number: 897-2517
Program Mission: Accurately bill customers on behalf of City departments to ensure timely collection of related revenues and respond to customer inquiries in a courteous and professional manner.

MEASURABLE OBJECTIVES

1. Issue 95% of refunds due on closed water accounts within 30 days

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Percentage of water refunds issued within 30 days of account being closed	95%	99%	99%	97%	97%	98%
Status:	Objective Achieved					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

2. Accurately input 98% newly-created auto-payment account information for utility billing, airport and harbor slip customers.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Accuracy rate of auto-payment data entry	98%	N/A	97%	N/A	N/A	97%
Status:	Objective Not Achieved (cannot confirm achievement)					
Comments:	Cannot confirm achievement. Due to staff absence and temporary personnel, this metric was not tracked. This data will be tracked in FY12.					Objective Achieved <input type="checkbox"/>

3. Notify 99% Extraordinary Water Use applicants of credit determination within 45 days of receipt of application.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Percentage of Extraordinary Water Use applicants notified of credit determination within 45 days of receipt	99%	100%	100%	100%	100%	100%
Status:	Objective Achieved					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

PROJECT OBJECTIVES

4. Assist with the implementation of an on-line utility payment system (Infinity.Link/e-Care).

Status:	Objective Not Achieved	
Comments:	ON HOLD. Planned completion deferred until 3QFY12. The City decided to use a more secure credit card payment application which requires additional development time.	Objective Achieved <input type="checkbox"/>

5. Prepare written procedures for utility billing, returned check processing, and other important functions.

Status:	Objective Not Achieved	
Comments:	ON HOLD. Pending appointment of a Utility Billing Supervisor. Procedures for Water Billing have been documented, but others are not complete. Severe staff shortages have delayed the completion of these long term goals.	Objective Achieved <input type="checkbox"/>

6. Assist with the determination of the feasibility of sending electronic bills to customers from CIS Infinity and if feasible begin sending them to select customers via email.

Status:	Objective Not Achieved	
Comments:	ON HOLD. Planned completion deferred until 3QFY12. . This item is linked to the implementation of Project Objective 4.	Objective Achieved <input type="checkbox"/>

OTHER PERFORMANCE MEASURES

Performance Measure	Annual Projection	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Bills issued monthly	32,500	31,645	31,658	31,000	32,042	31,586
Service orders prepared monthly	1,350	1,480	1,343	1,417	1,369	1,402
Customer phone calls received monthly	2,500	2,325	1,903	2,229	2,214	2,168
Customers on automatic pay including utility bills, airport and harbor slips	6,500	6,117	6,692	6,622	6,694	6,531



P³ QUARTERLY REPORT
Fiscal Year 2011
Quarter: Apr-June



Date: 07/25/11

Department: Finance
Program Name: Purchasing (1441)
Program Owner: Araceli Esparza, Purchasing Supervisor
Phone Number: x5549
Program Mission: Competitively purchase good and services that meet department specifications in a timely and cost effective manner in accordance with the Municipal Code.

MEASURABLE OBJECTIVES

1. Re-bid 95% of Blanket Purchase Orders over \$40,000 to ensure that the City is receiving competitively priced services and materials.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Percent of Blanket Purchase Orders over \$40,000 re-bid	100%	93%	93%	95%	100%	100%
Status:	Objective Achieved					
Comments:	59 of 59 have been bid or gone to Council				Objective Achieved <input checked="" type="checkbox"/>	

2. Process completed informal requisitions less than or equal to \$25,000 into purchase orders within an average of 15 calendar days.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Number of days to process informal requisitions into purchase orders.	15 days	6.57 days	2.36 days	2.54 days	3.08 days	3.63 Days
Status:	Objective Achieved					
Comments:					Objective Achieved <input checked="" type="checkbox"/>	

3. Process completed formal requisitions greater than \$25,000 into purchase orders within an average of 45 calendar days.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Number of days to process formal requisitions into purchase orders.	45 days	45.41 days	15.41 days	36.83 days	20.33 days	29.49 days
Status:	Objective Achieved					
Comments:					Objective Achieved <input checked="" type="checkbox"/>	

PROJECT OBJECTIVES

4. Conduct at least one class to train City staff on City's purchasing policies and procedures.

Status: Objective achieved.

Comments: Classes conducted for Creeks and Environmental Services Objective Achieved ☒

5. Complete an internal customer satisfaction survey and achieve a customer satisfaction rating of 90% or higher

Status: Objective achieved.

Comments: Objective Achieved ☒

6. Conduct a class on writing specifications to encourage green purchasing solutions.

Status: Objective achieved.

Comments: Part of class conducted for Creeks and Environmental Services. Objective Achieved ☒

7. Increase City department participation in on-line ordering to 75% of office supply orders versus phone or fax submittals.

Status: Objective Achieved

Comments: 80.25% participation Objective Achieved ☒

OTHER PERFORMANCE MEASURES

Performance Measure	Annual Projection	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
1. Purchase Orders (all categories) issued including change orders.	4000	1400	359	620	629	3008
2. Purchase Orders (PO) issued for ordinary services and supplies over \$2500.00	1000	238	223	319	323	1103
3. Blanket Purchase Orders (BPO) issued for ordinary services and supplies.	950	876	11	15	5	907
4. Purchase Orders (PS) and Contracts (T) issued for Professional Services.	200	29	12	45	44	130
5. Change Orders (CO) issued to purchase orders and contracts.	950	257	113	241	257	868

6. Request for Proposals/Qualifications (RFPs/RFQs) advertised.	10	2	4	2	0	8
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7. Formal Bids for ordinary services and supplies	125	32	29	26	21	108
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8. Percent of sole source (SS) purchase orders for ordinary services and supplies.	5%	8%	13%	3%	5%	7.25%
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9. Average Purchase Orders processed per Buyer (3 buyers)	1,400	933	120	116	209	1378
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10. Track and publish cost savings on formal bids for ordinary services and goods	n/a	218,363.15	140,264.90	137463.07	331,440.58	\$827,531.71
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11. Percent of on-line ordering of office supplies	75%	80%	85%	77%	79%	80.25%
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COMMENTS ON OTHER PERFORMANCE MEASURES:

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P³ BUDGET QUARTERLY REPORT
Fiscal Year 2011
Quarter: Apr-June



Date: 07/25/11

Department: Finance
Program Name: Central Warehouse (1442)
Program Owner: Araceli Esparza, Purchasing/Warehouse Supervisor
Phone Number: x5549
Program Mission: Competitively purchase inventory and issue quality goods that meet department specifications to support City operations and emergencies, and dispose of City surplus in accordance with Municipal Code.

MEASURABLE OBJECTIVES

1. Maintain an accuracy rate of 99% for the monthly inventory count.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Accuracy rate for the monthly inventory count.	99%	100%	100%	100%	100%	100%
Status:	Achieved					
Comments:	Good record keeping by stock clerk has inventory accuracy rate achieved.				Objective Achieved <input checked="" type="checkbox"/>	

2. Process and fill 98% of issue requisitions within 1 working day.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
% of issue requisitions processed within 1 working day.	98%	100%	100%	100%	100%	100%
Status:	Achieved					
Comments:	A well stocked warehouse by stock clerk allowed him to process all issue requisitions within 1 working day.				Objective Achieved <input checked="" type="checkbox"/>	

3. Complete monthly inventory counts within 1 working day.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Monthly inventories completed in 1 working day	100%	100%	100%	66%	100%	91%
Status:	Not achieved.					
Comments:	Due to staff shortage the inventory was posted late one month, Finance was notified beforehand.				Objective Achieved <input type="checkbox"/>	

4. Achieve a turnover rate of 12 times per year for 20 key inventory items.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Inventory turnover rate	12	2.883	2.972	3.292	3.293	12.44
Status:	Achieved					
Comments:	20 key items being tracked.				Objective Achieved <input checked="" type="checkbox"/>	

5. Achieve a 99% accuracy rate in filling stock orders.						
Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Stock order fill accuracy	99%	100%	100%	100%	100%	100%
Status:	Achieved					
Comments:	All orders filled.				Objective Achieved <input checked="" type="checkbox"/>	

PROJECT OBJECTIVES

6. Provide back-up support for the mail courier.						
Status:	Objective achieved					
Comments:	Mail Courier fully cross trained to cover warehouse.				Objective Achieved <input checked="" type="checkbox"/>	

7. Recycle or re-use 100% of the packing materials.						
Status:	Objective achieved					
Comments:	All packaging and boxes are re-used or recycled.				Objective Achieved <input checked="" type="checkbox"/>	

8. Order in bulk and work with suppliers to reduce packaging.						
Status:	Objective achieved.					
Comments:	Weekly orders are combined to reduce delivery trips.				Objective Achieved <input checked="" type="checkbox"/>	

OTHER PERFORMANCE MEASURES

Performance Measure	Annual Projection	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
1. Number of issue requisitions processed	3,500	754	673	801	750	2978
2. Number of orders processed from vendors	500	125	94	127	105	451
3. Number of stock items on hand	1,314	1250	1251	1286	1286	1286

COMMENTS ON OTHER PERFORMANCE MEASURES:

RECENT PROGRAM ACHIEVEMENT:

*The Recent Program Achievement **must** fit in the 2-line space provided above.*



P³ QUARTERLY REPORT
Fiscal Year 2011
Quarter: April-June 2011



Date: July 1, 2011

Department: Finance
Program Name: Mail Courier Services (1452)
Program Owner: Bill Hornung, General Services Manager
Phone Number: x5350
Program Mission: Collect and distribute U.S.P.S. and interdepartmental mail to all City departments for efficiency, convenience and savings realized through bulk and presort mail rates.

MEASURABLE OBJECTIVES

1. Send 99% of outgoing U.S.P.S. mail within 1 working day.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
% of outgoing USPS mail sent within 1 working day	100%	100%	100%	100%	100%	100%
Status:	Objective Achieved					
Comments:	All mail processed in 1 working day.				Objective Achieved <input checked="" type="checkbox"/>	

2. Provide mail courier services according to an approved schedule 99% of the time.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
% of mail stops completed on schedule	100%	98%	100%	100%	97%	99%
Status:	Objective Achieved					
Comments:	The schedule was only affected when the courier and his back up were out at the same time.				Objective Achieved <input checked="" type="checkbox"/>	

PROJECT OBJECTIVES

3. Implement a new monthly electronic report on Portal for the mail volume and cost by department

Status:	Objective Achieved					
Comments:	Objective completed in December.				Objective Achieved <input checked="" type="checkbox"/>	

4. Provide backup support for central stores

Status:	Objective Achieved					
Comments:	He made significant efforts the last few months of the fiscal year and learned how to issue stock to how to re-order stock to cycle counting.				Objective Achieved <input checked="" type="checkbox"/>	

OTHER PERFORMANCE MEASURES

Performance Measure	Annual Projection	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
1. Pieces of outgoing U.S.P.S. mail processed	150,000	29,551	30,172	37,603	38,460	135,786
2. Number of pieces of interoffice mail and correspondence sorted	10,000	n/a	n/a	n/a	n/a	n/a
3. Labor cost per piece of outgoing U.S.P.S. mail	\$0.24	\$0.33	\$0.33	\$0.26	\$0.26	\$0.30
4. Number of mail stops per day	32	32	32	32	32	32

COMMENTS ON OTHER PERFORMANCE MEASURES:

#2 Not being measured. Not productive to measure.

RECENT PROGRAM ACHIEVEMENT:

81% of the respondents to a customer satisfaction survey rated overall service as very good to excellent.

*The Recent Program Achievement **must** fit in the 2-line space provided above.*



P³ YEAR END REPORT

Fiscal Year 2011

Quarter: January - June

Date: 7/19/2011



Department: Finance
Program Name (#): Risk Management – Administrative Operations (1464)
Program Owner: Mark W. Howard, Risk Manager
Phone Number: 897-2654
Program Mission: Manage division programs and assist operating departments assess exposure to loss

MEASURABLE OBJECTIVES

1. Ensure 80% completion of Risk Management Division program objectives

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Percentage of division objectives achieved	80%		10% 2/21		71% 15/21	71%
Status:	Objective not achieved					
Comments:	The division did not complete 6 objectives during the fiscal year. The inability to meet this objective was a result of the reduction in the staff assigned to the division during the first 3 quarters of the fiscal year.					Objective Achieved <input type="checkbox"/>

2. Comply and post a semiannual loss data

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Loss data reports distributed	2		0	1	1	2
Status:	Objective achieved					
Comments:	Reports posted in January and July 2011					Objective Achieved <input checked="" type="checkbox"/>

PROJECT OBJECTIVES

3. Update Risk Management sharepoint site by December 31, 2010

Status:	Objective not achieved					
Comments:	This project will be completed as time and work load permits. The limited resources in both Information Systems and Risk Management required staff to re-evaluate the priority assigned to this item.					Objective Achieved <input type="checkbox"/>

4. Update Risk Management Manual by December 31, 2010

Status:	Objective not achieved					
Comments:	Extended staff vacancy prevented the division from completing this project in FY 11. Project moved to FY12 performance measures.					Objective Achieved <input type="checkbox"/>

5. Submit insurance renewals electronically and obtain binders and policies electronically (GREEN)		
Status:	Objective achieved	
Comments:		Objective Achieved <input checked="" type="checkbox"/>

OTHER PERFORMANCE MEASURES						
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Performance Measure	Annual Projection	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
1. Dollar value of property damage and workers' compensation expenses recovered from negligent third parties	\$100,000		\$39,214		15,396	\$54,610

2. Total cost of risk as percentage of city operating and capital expenditures	3.0%		2.2%		2.0%	2.0%
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COMMENTS ON OTHER PERFORMANCE MEASURES:

1. The number of workers' compensation claims with potential subrogation recoveries decreased over the past 2 years. FY 10 Projected = \$100,000 FY 09 Actual = \$399,259
2. Total cost of risk = \$5,875,098; total expenditures = \$335,380,155.



P³ MID-YEAR REPORT
Fiscal Year 2011
Quarter: January – June
Date: 01/19/2011



Department: Finance
Program Name (#): Risk Management-Liability (1462)
Program Owner: John A. Forner
Phone Number: 897-2585
Program Mission: Prudently investigate City incidents and adjust damage claims, correct potential hazards and provide loss prevention training.

MEASURABLE OBJECTIVES

1. Complete 90% of claim investigations within 45 days.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Percentage of claims acted upon within 45 days of receipt.	90%		99% 66/67		99% 74/75	99% 140/142
Status:	Objective Achieved					
Comments:	77 claims were filed in the 3 rd and 4 th quarters of FY 11. 2 claims not acted upon had been open for less than 45 days.				Objective Achieved <input checked="" type="checkbox"/>	

2. Route 90% of public hazard concerns routed to appropriate department within 2 working days.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Percentage of public hazard complaints (Fix-Its) routed to appropriate department within 2 working days of receipt.	90%		100% 35/35		97% 29/30	98% 64/65
Status:	Objective Achieved					
Comments:					Objective Achieved <input checked="" type="checkbox"/>	

3. Obtain 90% of collision preventability determination reports from the operating departments.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Percentage of preventability reports received.	90%		89% 50/56		79% 23/29	86% 73/85
Status:	Objective Not Achieved					
Comments:	A 10% downward trend occurred in the 3 rd and 4 th quarters. The results, however, are higher than the overall results for FY 10 (78%) and FY 09 (50%). Departments are notified on a monthly basis to report collisions in which no preventability determination had been filed with Risk Management. Results are heavily dependent upon the operating departments' response to Risk Management.				Objective Achieved <input type="checkbox"/>	

PROJECT OBJECTIVES

4. Conduct 4 fleet safety classes by June 30, 2011.

Status: Objective Achieved

Comments: Five (5) Defensive Driver Training sessions were conducted; two (2) in March, one (1) in April and one (1) in May. Objective Achieved ☒

5. Conduct 2 loss control training sessions by June 30, 2011.

Status: Objective Not Achieved

Comments: Not completed due to staffing reductions. Objective Achieved ☐

6. Conduct a "best practice" assessment of one division.

Status: Objective Not Achieved

Comments: Not completed due to staffing reductions. Objective Achieved ☐

OTHER PERFORMANCE MEASURES

Performance Measure	Annual Projection	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
1. Liability claims filed during the year.	148		69		77	146
2. Total current open claims (all years).	89		76		87	87
3. Total annual claim costs paid.	\$633,385		\$225,500		37,503	263,003
4. Percent of claims filed in FY 08, FY 09 and FY 10 resulting in litigation.	7%		9% 33/372		11% 41/375	11% 41/375
5. Percent of open claims litigated (all years).	20%		18% 14/76		20% 17/87	20% 17/87
6. Percentage of claims closed within 11 months of filing.	87%		83% 115/139			83% 115/139
7. Loss Prevention class attendees including Defensive Driver Class Attendees.	210		0		82	82
8. Reported Vehicle Incidents.	117		55		29	84

9. Percent of vehicle incidents resulting in claims.	16%		22% 12/55		45% 13/29	22% 12/55
10. Amount Paid for preventable collisions.	\$62,029		\$8,409		\$33,228	\$41,637

COMMENTS ON OTHER PERFORMANCE MEASURES:

1. Includes all claims filed during the reporting period regardless of the date of occurrence.
3. As of the end of the 4th quarter, 42% of the projected amount for claims costs has been paid.
4. Data for the current fiscal year is not used because of the period of time between the filing of claims and the possible subsequent filing of a civil complaint.
6. This result includes claims filed between 07/01/2009 and 06/30/2010.
8. Departments are notified on a monthly basis, identifying those collisions in which no preventability determination report has been provided to Risk Management.
10. This result reflects the settlement of 12 claims for auto property damage. Expenditures, to date, are 67% of the projected amount for claims relating to preventable collisions.



P³ YEAR END REPORT
Fiscal Year 2011
Quarter: January – June 2011



Date: 7/19/2011

Department: Finance
Program Name (#): Risk Management - Workers' Compensation (1461)
Program Owner: Julia Alcocer, Risk Analyst
Phone Number: 897-2619
Program Mission: Provide workers' compensation benefits to eligible employees, ensure compliance with Federal and State regulations, and minimize associated costs.

MEASURABLE OBJECTIVES

1. Conduct annual claim review of all open claims with the four departments with the highest claims frequency; and semi-annually post open claim data.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Conduct review of the open claims with the department director and appropriate management staff	4		0		6	6
Status:	Objective achieved					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

2. Obtain 50% of the industrial injury preventability determination reports from operating departments.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
% of preventability reports received.	50%		66% 50/76		52% 32/61	60% 83/138
Status:	Objective achieved					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

3. Complete investigation of 50% of the industrial injuries with lost time within 45 days of knowledge.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
% of industrial injuries investigated	50%		28% 5/18		80% 12/15	52% 17/33
Status:	Objective achieved					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

PROJECT OBJECTIVES

4. Audit performance of the Third Party Administrator. Submit audit report by December 31, 2010.

Status:	Objective Achieved					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

5. Purge workers' compensation claim records held in storage as allowed by State law by December 31, 2010.		
Status:	Objective Achieved	
Comments:		Objective Achieved <input checked="" type="checkbox"/>
6. Conduct 2 loss control training sessions by June 30, 2011.		
Status:	Objective not achieved	
Comments:	Objective not met due to staff vacancy for the first 3 quarters of the year.	Objective Achieved <input type="checkbox"/>

OTHER PERFORMANCE MEASURES						
Performance Measure	Annual Projection	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
1. Total claim costs (paid and reserved) current FY	\$774,827		\$456,430		\$805,750	\$805,750
2. Annual gross amount of medical costs billed (all open claims)	\$1,781,737		\$1,007,627		\$1,040,133	\$2,047,760
3. Annual gross amount of medical costs paid (all open claims)	\$737,469		\$361,650		\$327,934	\$689,585
4. Annual cost of professional medical bill review services (all open claims)	\$85,000		\$36,845		\$36,845	\$73,689
5. Claims filed (current FY only)	147		73		138	138
6. Number of open claims all years at FYE	175		195		182	182
7. Litigation Ratio, Number of active litigated claims divided by the number of open claims (all years)	20%		10% 19/195		14% 25/182	14% 25/182
8. Percent of claims filed without lost time	58%		55% 40/73		58% 80/138	58% 80/138

9. Percent of eligible employees placed in a modified work assignment	95%		100% 29/29		90% 27/30	94% 61/65
10. Number of Modified Duty days worked	2,700		797		1954	1954
11. Modified Duty cost savings	\$423,000		\$106,915		\$530,472	\$530,472

COMMENTS ON OTHER PERFORMANCE MEASURES:

1. Reported claim costs increased 125% compared to the same quarter in FY 10. Projection = 3 year average – 10%
2. The value of all medical bills received increased by 13% compared to the same quarter results in FY10. Projection = 3 year average
3. Paid medical costs remained unchanged compared to the same quarter results in FY 10. Projection = 3 year average
4. Costs for bill review services remained unchanged compared to the same quarter results in FY 10. Projection = the new flat fee rate.
5. The number of claims reported increased by 22% compared to the same quarter results in FY 10.
6. The number of open claim files increased by 9% compared to the same quarter results in FY 10. Projection = 5% reduction from FY 09.
7. Litigation rate is unchanged compared to the same quarter results in FY 10. Projection = less than ½ of statewide average reported by CWCI.
8. The percent of claims filed without lost time decreased by 17% compared to the same quarter results in FY 10. Projection = Statewide average for local government in FY 05 reported by CWCI.
9. The percent of eligible employees who participate in a modified duty assignment increased by 6% compared to the same quarter results in FY 10. Projection = 3 year average.
10. The number of modified duty days worked increased by 13% compared to the same quarter results from FY 10. Projection = 3 year average – 10%.
11. New performance measure for FY 11. Projection = 3 year average.



P³ MID-YEAR REPORT
Fiscal Year 2011
Quarter: January - June



Date: July 20, 2011

Department: Finance
Program Name (#): Risk Management – Occupational Safety & Health (1463)
Program Owner: Mark Howard, Risk Manager; Lindsey Baker, Administrative Assistant
Phone Number: 564-5347
Program Mission: Ensure a safe work environment for City's work force and preserve the City's financial resources through training, medical screening, and safety analysis.

MEASURABLE OBJECTIVES

1. Reduce occupational injuries by 5%

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Occupational injury claims filed	147		73		138	138
Status:	Objective achieved					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

2. Maintain compliance with State and Federal OSHA mandates

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Percent compliance with State and Federal OSHA mandates	100%		100%		100%	100%
Status:	Objective achieved					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

PROJECT OBJECTIVES

3. Coordinate monthly IIPP Training Calendar

Status:	Objective achieved					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

4. Distribute facility safety inspection findings and collect 80% of responses from operating departments by March 1, 2011

Status:	Objective achieved					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

5. Post Cal/OSHA Log 300A electronically by February 1, 2011 (GREEN)

Status:	Objective achieved					
Comments:						Objective Achieved <input checked="" type="checkbox"/>

OTHER PERFORMANCE MEASURES

Performance Measure	Annual Projection	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
1. Employees attending IIPP training	1,000		739		1,259	1,998
2. IIPP training sessions conducted	36		22		55	77
3. Lost work days due to occupational injuries	1,499		1,163		494	1,657
4. Departmental occupational safety trainers	70		125		65	65

COMMENTS ON OTHER PERFORMANCE MEASURES:

1. FY 10 Projected= 1,200, FY 09 Actual= 1,030
2. FY 10 Projected= 36, FY 09 Actual= 98
3. FY 10 Projected= 1,050, FY 09 Actual= 1,072 (Five-year average, minus 10%)
4. Number of trainers declined due to attrition. FY10 Projected= 95, FY09 Actual= 79



P³ MID-YEAR REPORT
Fiscal Year 2011
Quarter: April-June 2011



Date: 7/25/11

Department: Finance
Program Name: Solid Waste Program (1471)
Program Owner: Matt Fore, Environmental Services Manager
Phone Number: x5678
Program Mission: Provide reliable, cost-effective collection of residential and commercial recyclables, greenwaste, foodscrap and refuse through the City's franchised haulers, with a primary focus on maximizing diversion of solid waste from landfill disposal.

MEASURABLE OBJECTIVES

1. Meet with 250 new contacts in the business sector about the environmental and financial benefits of recycling.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Business contacts made about recycling benefits	250	40	45	26	41	152
Status:	Not achieved					
Comments:	Low staffing levels and re-training existing staff to backfill positions have slowed down business outreach.				Objective Achieved <input type="checkbox"/>	

2. Enlist 65 food-service establishments into the Foodscrap Recovery and Composting Program

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Food-service establishments enlisted in the Foodscrap Recovery and Composting program	65	6	10	4	8	28
Status:	Not achieved					
Comments:	Low staffing levels and re-training existing staff to backfill positions have slowed down business outreach.				Objective Achieved <input type="checkbox"/>	

3. Respond to 98% of code enforcement calls within one business day.

Performance Measure	Annual Target	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
Percent of code enforcement calls responded to within one business day	98%	97%	99%	96%	100%	98%
Status:	Achieved					
Comments:					Objective Achieved <input checked="" type="checkbox"/>	

PROJECT OBJECTIVES

1. Conduct a rate study for the single-family and multi-unit residential sectors to increase financial incentives for diversion by March 2011.

Status: Not achieved

Comments: This project is on hold pending development of the new rate structure for the Zone 1 Franchise Agreement procurement process.

Objective Achieved ☐

2. Develop a work plan and corresponding timeline for procuring a new franchised hauler for Collection Zone One (West of State Street) by December 2010.

Status: Achieved

Comments: An initial work plan was developed and presented to the Sustainability Committee in August 2010, and a revised plan was submitted in October 2010.

Objective Achieved ☒

3. Install and commission a gas collection and control system at the closed landfill at Elings Park as required by CalRecycle and the Regional Water Quality Control Board by March 2011.

Status: Not achieved

Comments: Most of the project components, including the Thermal Oxidizer and all piping are in place. The entire system should be operational by August of 2011.

Objective Achieved ☐

4. Implement Foodscraps Recovery and Composting at all elementary schools in the Santa Barbara School District no later than December 2010.

Status: Achieved

Comments: Currently assessing and implementing in middle schools.

Objective Achieved ☒

5. In cooperation with the Santa Barbara School District Recycling Committee, achieve a District-wide diversion rate of 60% by June 2011.

Status: Not Achieved

Comments: The diversion rate is currently 55%.

Objective Achieved ☐

6. Conduct the Spirit of Service Awards for Recycling, Composting, and Litter Reduction no later than April 2011.

Status: Achieved

Comments: Event was held on April 28, 2011. Nine individuals and/or groups from the community were honored at the event.

Objective Achieved ☒

7. Hold two Electronic Waste (E-Waste) collection events in Fiscal Year 2011, corresponding with America Recycles Day in November 2010 and Earth Day in April 2011.

Status: Achieved

Comments: First event was held November 12-13, 2010. The second event was held April 22-23, 2011.

Objective Achieved ☒

OTHER PERFORMANCE MEASURES						
Performance Measure	Annual Projection	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
1. Tons of solid waste disposed of at the Tajiguas Landfill (citywide)	88,000	19,880	20,203	18,953	18,573	77,609
2. Tons of mixed recyclables diverted from the Tajiguas Landfill (franchise only)	18,300	4,662	4,542	4,573	4,649	18,426
3. Tons of greenwaste diverted from the Tajiguas Landfill (franchise only)	11,000	3,399	3,331	3,364	3,733	13,827
4. Tons of foodscraps diverted from the Tajiguas Landfill (franchise only)	2,500	625	598	615	696	2,534
5. Hauler service complaints received	10	4	1	2	0	7
6. Number of calls handled by Code Enforcement staff	200	76	32	40	46	194
7. Percent of business accounts with 2/3 or more of monthly trash service dedicated to recycling and green waste	21%	Allied 19.1% MarBorg 20.0%	Allied 20.4% MarBorg 20.3%	Allied 25.2% MarBorg 26.1%	Allied 25.9% MarBorg 20.6%	Allied 22.7% MarBorg 21.75%
8. Percentage of Single-Family Residential accounts with 2/3 or more of monthly trash service dedicated to recycling and green waste	71%	Allied 70.4% MarBorg 69.6%	Allied 70.6% MarBorg 70.1%	Allied 71.1% MarBorg 70.2%	Allied 71.5% MarBorg 70.9%	Allied 70.9% MarBorg 70.2%
9. Percentage of Multi-Unit Residential accounts with 2/3 or more of monthly trash service dedicated to recycling and green waste	17.5%	Allied 18.5% MarBorg 16.9%	Allied 18.7% MarBorg 17.1%	Allied 20.7% MarBorg 17.4%	Allied 20.2% MarBorg 18.0%	Allied 19.5% MarBorg 17.4%

Performance Measure	Annual Projection	QTR 1 Jul-Sep	QTR 2 Oct-Dec	QTR 3 Jan-Mar	QTR 4 Apr-Jun	Year to Date
10. Pounds of City household hazardous waste collected at the ABOP and UCSB facility (less Electronic Waste)	305,000	81,492	59,601	72,943	30,078	244,114

11. Pounds of Electronic Waste collected from City, City-sponsored events and at the ABOP	340,000	29,065	169,724	27,357	170,053	396,199
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